



OFFICE OF  
**INSPECTOR GENERAL**  
U.S. DEPARTMENT OF THE INTERIOR

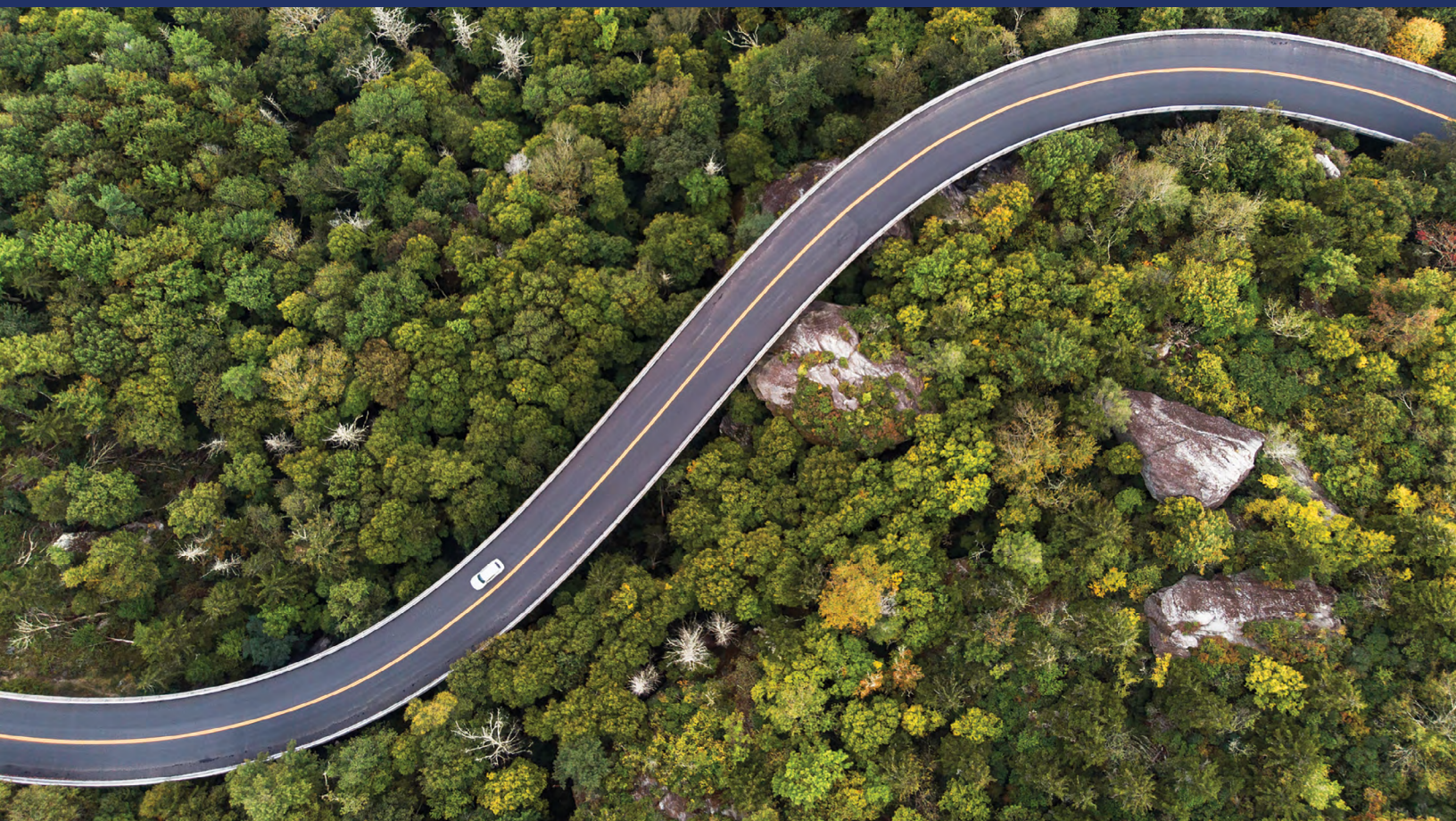
# STRATEGIC PLAN | 2022-2026



**FEBRUARY 2022**



# STRATEGIC PLAN 2022-2026



Source: Ethan Johnson/iStockphoto

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## Message from the Inspector General

I am pleased to present the U.S. Department of the Interior (DOI) Office of Inspector General's (OIG's) strategic plan for fiscal years 2022 through 2026. This strategic plan provides a roadmap for fulfilling our statutory responsibility to conduct independent, objective, and evidence-based oversight of DOI programs and operations while continuously striving to make the OIG's internal operations more efficient and effective.

The dedicated public servants who make up this office are committed to meeting this responsibility. Through our oversight work, we help to safeguard taxpayer dollars from fraud and mismanagement, and we promote public trust in Government by identifying and preventing misconduct. We also identify ways to improve the DOI's programs and operations by offering specific, actionable recommendations that lead to positive change.

One of our most significant challenges is identifying where and how we can have the greatest impact. The DOI has a remarkably broad portfolio: its more than 60,000 employees are responsible for millions of acres of public lands throughout the country, billions of dollars in acquisitions and royalty collection, and energy production. The DOI also has far-reaching and profoundly important obligations to American Indians and Alaska Natives. This portfolio carries significant stakes for the public, as the DOI must ensure that it is appropriately addressing the needs of vulnerable populations, conserving land and



water, collecting revenue owed for the use of Government resources, and ensuring access to and safety on public lands.

Our oversight responsibilities are, as a result, equally broad and of great public significance. With fewer than 300 employees and less than half of 1 percent of the DOI's budget, we must choose our priorities carefully. To meet that challenge, we assess risk in departmental programs and conduct our work in areas that can have a significant impact. At the same time, we strive to make sure

our own operations are efficient and effective and to promote a culture in which all of our employees are valued and can contribute in a meaningful way.

This strategic plan identifies how we intend to meet these responsibilities to the DOI, to the public, to our other stakeholders, and to our employees.

Just as OIG's oversight work relies on its staff, this plan similarly would not have been possible without their contributions and commitment. It has been a privilege to lead this organization for the past 2 years, and I am confident that we will continue to lead, innovate, and produce high-quality work.

Mark Lee Greenblatt  
Inspector General



## WHO WE ARE AND WHAT WE DO

**W**e derive our authority from the Inspector General Act of 1978, which established OIGs as independent and objective oversight bodies to ensure accountability in their respective agencies. Our office, like all OIGs, works to prevent, detect, and report on waste, fraud, abuse, and mismanagement. Our values reinforce these obligations by guiding behavior and establishing organizational expectations of integrity, objectivity, and independence and a focus on positive change. In keeping with all of these ideas, we promote inclusive and respectful engagement with others inside and outside of our organization. Finally, our goals and objectives help guide our decisions about what we do and where we focus our efforts.

This strategic plan is only one aspect of our overall strategic planning process. Although the principles and goals in this document frame our analysis, effective planning and execution must be a continuous effort. In particular, we engage in ongoing assessment of the specific initiatives we implement to help us meet our overall goals. As a result, the initiatives that we undertake in 2022 will likely be different from those that we implement in 2026.

This strategic plan captures elements and principles that we anticipate relying on for many years to come, and it will guide us as we identify specific implementation actions. In sum, our strategic plan is a living document that adapts to present and future circumstances.





# WHO WE ARE AND WHAT WE DO

## OUR MISSION

**W**e provide independent oversight to promote accountability, integrity, economy, efficiency, and effectiveness within the U.S. Department of the Interior (DOI). We achieve our mission by conducting independent investigations, audits, inspections, and evaluations and by reporting our findings of fraud, waste, abuse, or mismanagement along with recommendations for improvement. Depending on the nature of the information, we share it with Department officials, Congress, the U.S. Department of Justice (DOJ) and other law enforcement entities, and the public.

We use our findings to prompt corrective action when we find shortcomings and deficiencies and to prevent wrongdoing and mismanagement. We conduct outreach to those responsible for the expenditure of DOI funds, including employees, contractors, grantees, and tribes. These outreach efforts help inform these audiences of the consequences of wrongdoing, red flags that they can identify, and how to report problems or concerns to us. We also provide the DOI with information on recipients of DOI funding that should be considered for suspension and debarment actions, which can protect taxpayer resources by preventing wrongdoers from receiving additional Federal funds.

## OUR VISION

Promote positive change in the U.S. Department of the Interior through objective oversight conducted by a world-class OIG workforce.

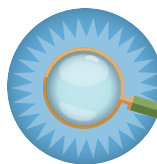
## OUR VALUES

Our values guide employee behavior and decisions at all levels.



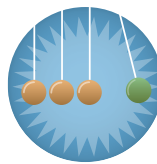
### Integrity

We demonstrate our integrity by acting with honesty and professionalism. We treat people with dignity and respect.



### Objectivity

Objectivity is the foundation of our work. We maintain independence, gather all relevant facts, and base our findings on supportable evidence.



### Impact

Our work provides decision makers with information so that they can take corrective actions. We strive for continuous improvement in our own organization and the U.S. Department of the Interior.





# OIG STRATEGY MAP: GOALS AND OBJECTIVES



Promote positive change in the DOI through prioritized and timely oversight

## PRODUCTS

- 1 Prioritize oversight in high-risk and high-impact areas
- 2 Deliver high-quality, timely work products
- 3 Drive change by making recommendations for improvement and monitoring their implementation
- 4 Engage with stakeholders to facilitate improvements and accountability



Foster a top-performing workplace that inspires employees to take pride in their work and the work of our organization

## PEOPLE

- 5 Cultivate an inclusive organizational culture that prioritizes collaboration, diversity, professionalism, and fairness
- 6 Develop our workforce and align the organization to achieve our mission
- 7 Keep employees informed and respect their voices



Strengthen the impact of our oversight mission through effective and efficient OIG operations

## OPERATIONS

- 8 Build streamlined business operations for resilience, adaptability, integrity, and organizational excellence
- 9 Manage human, financial, and information resources that enable us to achieve our mission
- 10 Enhance our use of data and technology to improve organizational efficiency and success



## PROMOTE POSITIVE CHANGE

### STRATEGIC GOAL

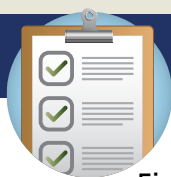
# 1



### Promote positive change through prioritized and timely oversight

**O**ur core mission is to encourage the U.S. Department of the Interior to implement positive change by using our oversight work to identify weaknesses, misconduct, and opportunities for improvement. Fraud, waste, abuse, and mismanagement divert Federal resources from their intended purposes and can erode public trust. Holding wrongdoers accountable and addressing the underlying conditions that allow fraud, waste, abuse, and mismanagement to occur requires reliable evidence and information. Our oversight work produces this information, as well as actionable recommendations for decision makers in the DOI and Congress. Additionally, we refer our findings to the DOJ or other prosecutorial entities when we find potential criminal wrongdoing. Positive change from our work occurs when those with authority act on our findings and recommendations.

### OBJECTIVES



#### OBJECTIVE 1

*Prioritize oversight in high-risk and high-impact areas*



We have limited resources. Accordingly, we must carefully select our work to make the best use of those resources and have the greatest effect. By prioritizing work in areas that pose a high risk to the DOI or

that will have a significant impact if the issues that we identified are addressed, our work can improve outcomes for the Department and the public.

We use risk-based planning to inform our selection of audits, inspections, evaluations, and investigations and to help us achieve maximum value for our effort. In our planning, we consider stakeholder and public priorities, trends and underlying conditions that can affect those priorities, findings from prior work, and our annual assessment of the major management challenges facing the DOI. We also monitor emerging threats and vulnerabilities.

Financial risk is one significant consideration. We play a critical role in ensuring that the billions of dollars in Federal resources that are entrusted to the Department are used appropriately and effectively. As a result, in deciding what work we do, we consider where there are significant taxpayer resources at issue, as well as the nature of any risks to those resources. For example, our work has shown that emergency spending and spending in new areas pose a substantial risk of fraud, waste, and mismanagement. Consequently, we often focus on new and emergency funding to help mitigate the increased risk of financial loss.

We also consider factors that cannot be monetized or quantified. For example, many DOI programs and operations have significant public safety ramifications. Additionally, we view the Department's obligations to indigenous communities to be a particularly important obligation that cannot necessarily be quantified.



## PROMOTE POSITIVE CHANGE

### MAJOR CHALLENGES

We identified three major management challenge areas for the DOI: managing spending, delivering core services, and ensuring health and safety. These overarching challenges facing the DOI inform our decisions about the work we prioritize.



**Managing spending** includes the Department's obligation and expenditure of emergency funding and infrastructure funds.



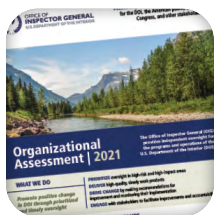
**Delivering core services** includes wildfire response, IT security, energy and mineral resources, water and power management, and addressing climate impact on tribal communities.



**Ensuring health and safety** involves the DOI's activities related to law enforcement, Indian Country schools, and the future of work.

### OBJECTIVE 2

#### *Deliver high-quality, timely work products*



As objective fact finders, we must ensure our findings and conclusions are evidence-based, independent, clear, and relevant. Decision makers must be able to rely on the accuracy and independence

of our work. They must also receive it in a timely manner so they can act on it by taking steps to hold wrongdoers accountable, as well as by implementing recommendations for improvement.

Our work must also be of high quality. This means that our work must conform to mandatory and recommended professional standards, including the standards articulated by the Council of the Inspectors General on Integrity and Efficiency. Our work must be based on evidence, and we must scope and perform our work so that we are obtaining the data and information that we need to draw supportable conclusions. In addition, we must ensure that the reports and other information that we provide to our stakeholders are clear and accessible to the intended audience, which, depending on the circumstances, may include Department officials and employees, Congress, the law enforcement community, and the public.

### OBJECTIVE 3

#### *Drive change by making recommendations for improvement and monitoring their implementation*



Our work identifies fraud, waste, abuse, and mismanagement, but that is only the first step. We also develop actionable recommendations that promote positive change in the

DOI. Our recommendations must be clear and identify specific actions that Department officials can take to address problems and concerns. In addition, we must also have meaningful processes to ensure that Department officials implement our recommendations and resolve the causes of our concerns. That is, even though change begins with reporting findings and making recommendations, we must also remain vigilant to ensure that recommendations are being implemented in a way that resolves the root cause of the issues we identified.



## PROMOTE POSITIVE CHANGE

### OBJECTIVE 4

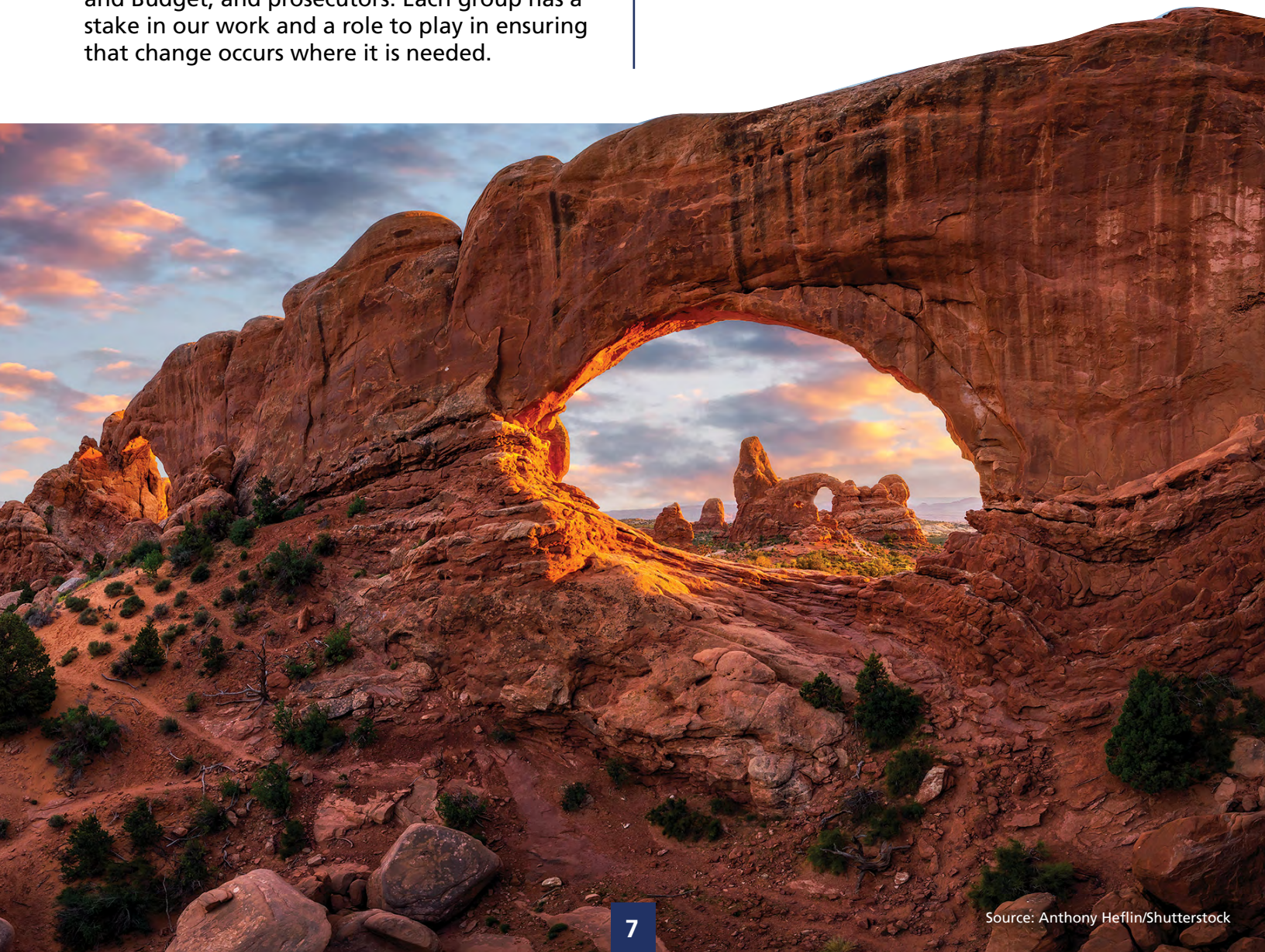
#### *Engage with stakeholders to facilitate improvements and accountability*



Our work affects DOI employees and officials, recipients of DOI funds, and members of the public who interact with the Department as it manages public lands and resources. Our work informs

those who make decisions about public resources and who have the authority to hold wrongdoers accountable. These decision makers include DOI officials, Congress, the Office of Management and Budget, and prosecutors. Each group has a stake in our work and a role to play in ensuring that change occurs where it is needed.

As a result, we must engage with stakeholders to understand their needs and concerns and to identify barriers to change. In addition, ongoing communication can help us promote awareness of our work and our role, its positive effect on the Department, and how others can report wrongdoing and mismanagement to us. Engagement occurs at the executive and field levels to ensure we have a more complete picture of perspectives and to promote broader awareness of our work. In doing so, we must be mindful of our dual reporting responsibility to Congress and the DOI, as well as our continuing obligation to maintain our independence from both.





## SUPPORT OUR EMPLOYEES

# STRATEGIC GOAL 2

### Foster a top-performing workplace that inspires employees to take pride in their work and the work of our organization

Organizations produce meaningful work through collective efforts, and an organization can only be as strong as its employees. To bring out the best in our staff and to advance our oversight mission, we strive to promote a workplace culture that supports employees. We aim to build a high-performing staff by seeking out and recruiting highly qualified employees from a diverse and wide-ranging applicant pool. For our existing employees, we strive to provide the information, skills, opportunities, and tools they need to do their jobs. We also focus on building a workplace that encourages employees to share their perspectives, lend expertise, contribute to the success of their colleagues, and strive for individual and organizational success.

## OBJECTIVES



### OBJECTIVE 5

*Cultivate an inclusive organizational culture that prioritizes collaboration, diversity, professionalism, and fairness*



We strive to promote a culture that values employees of all backgrounds, encourages the expression of a wide range of viewpoints, and respectfully considers all

voices and opinions. We recognize that different perspectives help us to develop creative and innovative solutions to problems.

We also prioritize collaborative work and engagement. Sometimes collaboration occurs through cross-component programs, such as our data program, which brings data specialists and subject matter experts together to conduct more effective oversight.

As measured by the annual Federal Employee Viewpoint Survey, our engagement index score consistently

# TOP 10%

places us in the top 10 percent of Government agency subcomponents. We are proud of this score and continue to strive for excellence.

Additionally, we promote temporary, cross-functional working groups that ensure that we gather the perspectives of the entire organization, allowing us to work more creatively and effectively.



# SUPPORT OUR EMPLOYEES

## OBJECTIVE 6

*Develop our workforce and align the organization to achieve our mission*



Workforce development and organizational alignment require using deliberate recruitment strategies, defining roles and responsibilities within the organization, identifying

staffing levels necessary to address existing and emerging needs, and providing access to developmental opportunities that address the needs of different workforce segments.

We also engage in workforce planning to identify necessary skills and assess existing expertise and gaps. In addition to seeking core skillsets, such as communication, we also identify and carefully recruit for specialized expertise that helps us oversee the Department. These specialized skills help us address oversight relating, for example, to cybersecurity and energy issues and expands the impact of our more traditional audit and investigative analysis.

We encourage professional growth by providing traditional training in key subject matter areas where we must conduct

oversight. In addition, we strive to provide employees with the opportunities to build new skills and connections through workgroups and employee-led programs.

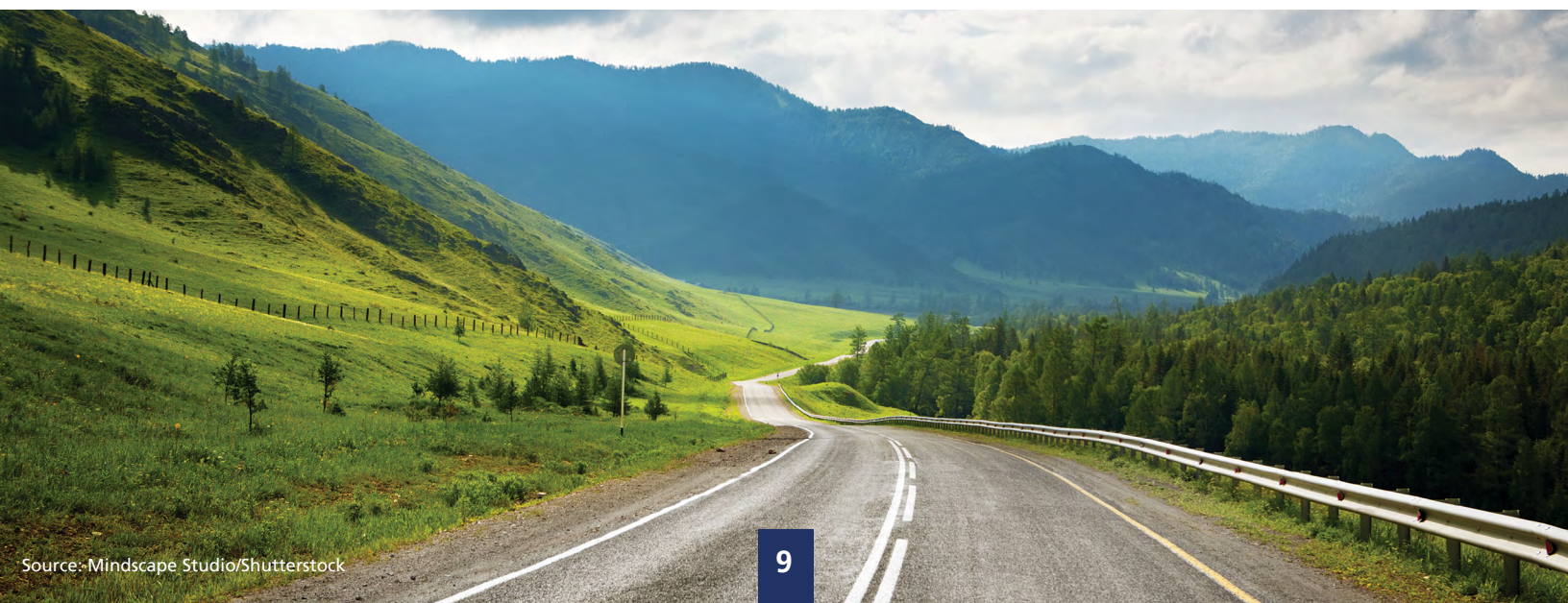
## OBJECTIVE 7

*Keep employees informed and respect their voices*



We aim to give OIG employees information that affects their work and well-being and to provide opportunities for them to share their views formally and informally. These

practices ensure employees are invested in and understand decisions that affect their lives and have had a chance to provide input into those decisions. Whether by sharing information or soliciting perspectives, we engage with employees on key decisions about the direction of the organization, such as leadership priorities, legislation that may affect our resources or oversight priorities, and key agency actions. This objective also includes communicating decisions about the workplace, including health and safety issues, and key policies.





## STRENGTHEN OUR IMPACT

### STRATEGIC GOAL

# 3

### Strengthen the impact of our oversight mission through effective and efficient operations

A central component of the OIG's mission is to recommend improvements in the programs and operations we oversee. To do that effectively, we must ensure that our internal operations are well-managed and that they serve as a model to the DOI. With this in mind, we are focused on strengthening the OIG's operations. Among other issues, we continue to assess the appropriate balance of in-person and remote work, effective uses of technology, and how best to configure our physical workspaces and locations. We also strive to ensure that we are appropriately connecting people within our own organization and drawing from their expertise, aligning our strategic planning with budget and procurement processes, and engaging in thoughtful enterprise risk management.

### OBJECTIVES



#### OBJECTIVE 8

*Build streamlined business operations for resilience, adaptability, integrity, and organizational excellence*



Efficient and clear internal operations provide the foundation to respond to challenges and adapt to changing circumstances. To best use our own resources, we must continually assess our own processes so that we are operating as efficiently and effectively as possible. These processes affect all aspects of our organization from operational support functions, such as hiring and training, to our core mission of producing and issuing reports.

#### OBJECTIVE 9

*Manage human, financial, and information resources that enable us to achieve our mission*



Human, financial, and information resources are crucial operational support systems that enable us to perform our oversight mission and use our resources wisely. Aligning budget, strategic, and workforce planning promotes organizational success by ensuring that we staff our organization to meet the greatest oversight needs and address potential risks. This means planning for major acquisitions such as new and updated IT systems; ensuring that our operational support functions grow appropriately along with increases in the number of our auditors, investigators, and evaluators; and anticipating and budgeting for unexpected needs and opportunities.



## STRENGTHEN OUR IMPACT

### OBJECTIVE 10

*Enhance our use of data and technology to improve organizational efficiency and success*



Efficient use of data and technology help us meet our oversight responsibilities. Our information technology infrastructure and data program support our auditors, evaluators, inspectors, and investigators by providing them with the resources to analyze

departmental programs, operations, and activities more quickly and effectively. In addition, information technology tools provide flexibility in where, when, and how we work.

We will continue to improve our data program and information technology capabilities to address emerging needs and capitalize on new technologies that serve our mission.

